

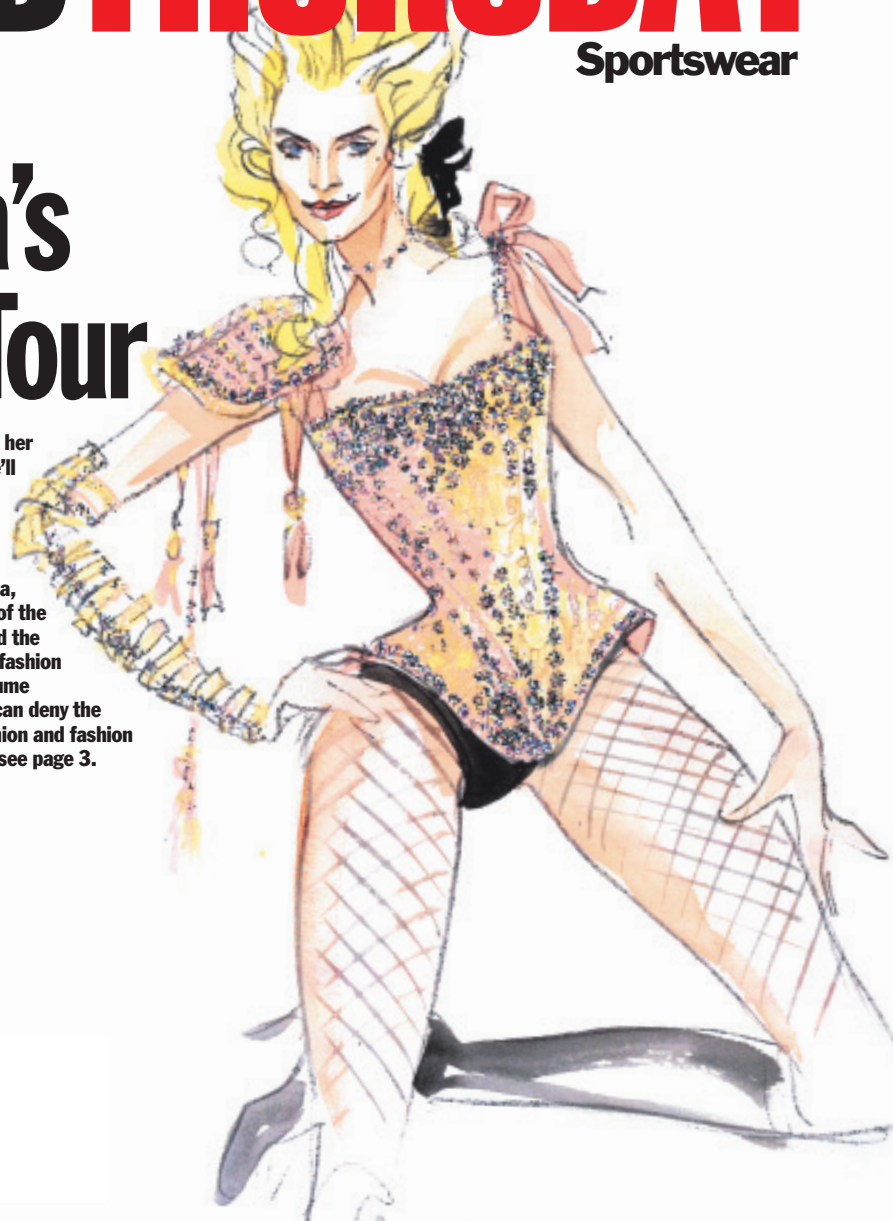
# WWD THURSDAY

Sportswear

EXCLUSIVE:

## Madonna's Fashion Tour

LOS ANGELES — When Madonna kicks off her "Reinvention" tour here Monday night, she'll be bringing along lots of her friends — at least fashion-wise. The icon has asked such designers as Christian Lacroix, who did the crystal-studded corset seen here; Karl Lagerfeld for Chanel; Dolce & Gabbana, and Stella McCartney to reinterpret some of the key looks from her past extravaganzas. And the styles are sure to reverberate through the fashion world. As Arianne Phillips, stylist and costume designer for the tour, told WWD: "No one can deny the unique relationship Madonna has with fashion and fashion has with Madonna." For more on the tour, see page 3.



### Target Counting Down: Sale of Field's, Mervyn's Seen by Fall

By Katherine Bowers

MINNEAPOLIS — Target Corp. said it expects to complete the disposals of Marshall Field's and Mervyn's by September.

At its annual meeting, held

Wednesday at the Art Institute here, chief financial officer Douglas Scovanner promised a "definite announcement about both businesses" within 60 to 90 days. He said the company is in the process of

qualifying "interested retailers and others" with whom they will share financial specifics.

But the pending sales didn't meet with universal approval from some

See **Target**, Page 5

# L I F E S T Y L E monitor

A weekly update on consumer attitudes and behavior based  
on ongoing research from Cotton Incorporated

## UNDER ESTIMATES

Color, cut and comfort drive today's intimate apparel purchases

**Most people are familiar with the three "C's"** when buying a diamond: color, cut and clarity. But replace clarity with comfort, and you likely have a formula that defines the factors integral to today's intimate apparel purchases.

"Comfort is clearly the most important consideration for women when they're making an intimate apparel purchase, particularly in underwear," shares Linda DeFranco, creative trend forecaster for Cotton Incorporated. "But right now, it's also about color. There are great, punchy colors that women are using for an overall layering effect. They're looking for bright hues that make them feel good."

In addition to cuts aside from the everyday bras and panties, says DeFranco, "Camisoles, thongs and boy shorts are great silhouettes that women are adding to their wardrobes."

When asked what she sees as important, Susan DeMusis, vice president of corporate research for Carole Hochman Designs, manufacturer of its own eponymous designs as well as intimate apparel collections for Betsey Johnson, Oscar de la Renta, and Lauren by Ralph Lauren, relates, "All colors; brights, really fun colors, and lavenders and pinks, all done in interesting ways."

"Women are buying anything as long as it has color," affirms Rebecca Apsan, owner of La Petite Coquette, an intimate apparel boutique in New York City's Greenwich Village. "It's about feeling happy with what we have on."

With feeling good in mind, many industry experts were quick to point out that there may just be a fourth "C." "It's cotton that she loves," notes Cindy Kelly, president of Hanro USA, the United States division of the worldly collection of intimate garments sold in upscale shopping destinations. "It's all about comfort and well-being. I think it relates to the wellness idea and that feeling of freshness, it's about having something that feels good against our skin."

Natural fibers are all important in the intimate apparel selection process, as data from the Cotton Incorporated Lifestyle Monitor™ supports. A significant 71.8% of women told the Monitor that

they prefer all cotton for their underwear selections, 6.8% silk and 5.3% cotton blends. In the first quarter of 2004, 63.5% of female consumers said they were willing to pay more for natural fibers such as cotton, representing a nearly four-point increase from 59.6% for the same year-ago period.

"It's the purest and softest of all fabrics," declares Carole Hochman's DeMusis about cotton. "Women understand it."

They most certainly do, and they take care to seek out favored fibers. When asked by the Monitor how often they check fabric content labels, 30.8% of female consumers said always, 22.3% usually, and 30% sometimes. Only 12.5% of women admitted to never looking at fiber content labels.

And even if the bra or panty isn't 100% cotton throughout, the inserts are likely pure cotton and remain important to women. "Verde Veronica, which makes a fabulous bra, is lined in cotton and offers an amazing fit. Women love it," relates Apsan of La Petite Coquette.

She sells the garment in her boutique and says the bra is flying off the shelves, despite its hefty \$90 price tag. "This is an example of when something works, it works, regardless of price. It fits so beautifully. Once we have a customer try it on, she's hooked. It looks fantastic." Shares Apsan, "I will only wear items with cotton inserts. It's that important."

Apsan encourages her customers to try on her selection of bras with a T-shirt to emphasize how the right fit can make for a stylish silhouette. She reports that women are buying bras in vibrant and varied colors, and pairing it with complementary T-shirts and allowing the color to show through. "Why not, when the bra is so beautiful and looks great?"

"Showing straps is still okay, too," DeFranco adds. "If you're spending the money, you want to show it." And show it you should, particularly when it comes to camisoles. "Camisoles with a built-in shelf bra are tops that can stand on their own. With the warmer weather coming on, they are definitely important. Pair a camisole with an easy skirt and flip-flops and you practically have a summer uniform."

Our experts are also quick to point to other new silhouettes making their mark on fashion these days. "The caftan has been updated as the new key loungewear item to have," DeMusis from Carole Hochman relates. But this isn't your grandmother's housecoat. "The modern version is younger in feel and has a higher taste level. There are great prints and daring colors that make them youthful. It's the coolest thing to lounge in."

Trend expert DeFranco suggests taking the caftan out in the open. "Wear a caftan top with a casual denim cut off skirt or jeans, and you have a great look for right now."

But don't forget about bottoms from the intimate apparel world, says Hanro's Kelly. "Cropped pants sold in the daywear collections are

still important. It's a creative way to bring crossover to your wardrobe."

With all these stylish cuts, colorful hues and ultimately comfortable options in intimate apparel, it's easy to see how these items can be great for show or just for yourself. Just remember the three "C's": color cut and comfort!

*This story is one in a series of articles based on findings from Cotton Incorporated's Lifestyle Monitor™ tracking research. Appearing Thursdays in these pages, each story will focus on a specific topic as it relates to the American women's wear consumer and her attitudes and behavior regarding clothing, appearance, fashion, fiber selection and many other timely, relevant subjects.*



**"Comfort is clearly the most important consideration for women when they're making an intimate apparel purchase, particularly in underwear."**

— Linda DeFranco  
Cotton Incorporated

### Fiber Preferences for Underwear

Female	
All Cotton	71.8%
Silk	6.8%
Cotton blends	6.3%
Nylon	6.2%
Polyester	1.3%
Rayon	0.7%
No preference	1.5%
All Other/Don't Know	6.4%



# WWD THURSDAY

Sportswear

## GENERAL

- 1** Target Corp.'s cfo promised shareholders a "definite announcement" about the sale of Marshall Field's and Mervyns within 60 to 90 days.
- 3** Madonna's 18-city North American Reinvention Tour will feature custom pieces from 14 designers, certainly a record if such things were kept.
- 4** EYE: The bling was flying at the Asprey store opening on London's Bond Street... Cannes security guards in the spotlight... a yacht of a scoop.
- 5** Charming Shoppes, Dress Barn, Goody's Family Clothing, Hot Topic and Talbots reported sizable first-quarter earnings gains.
- 6** FASHION: Resort swimsuits are hitting the beach in delicate florals, pastel stripes and whimsical swirls in styles such as triangle tops and string-tied bottoms.
- 11** Jones Apparel Group ceo Peter Boneparth, one of fashion's biggest deal makers, expects more consolidation, he said at the firm's annual meeting.
- 15** There's a new game coming to Atlantic City and it's called The Pier at Caesars, a \$145 million luxury retail, dining and entertainment complex.

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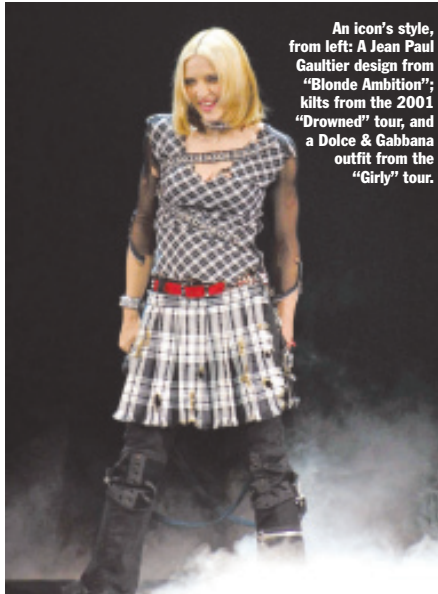
## In Brief

● **HIGH TIDE AT HARRODS:** Harrods has poached Susanne Tide-Frater, currently head of creative direction at Selfridges, to be its new creative director. Tide-Frater, who joined Selfridges seven years ago, will take up her role at Harrods London on Sept. 1, reporting to Richard Simonin, the London store's chief executive officer. The position is a new one, created to "further develop new concepts and innovations," the store said in a statement. Tide-Frater will work closely with the buying and marketing divisions. Prior to her current position, Tide-Frater was head of fashion direction at Selfridges. However, the departure should come as no surprise. As reported in February, Alannah Weston, daughter of Galen Weston, the new owner of Selfridges, this month becomes the store's full-time creative director. And Tide-Frater is not the first in the exodus — Peter Williams stepped down as Selfridges ceo in February, and David Riddiford, the buying and merchandising director, announced his departure last month to join Lane Crawford in Hong Kong.

● **THE PARSONS PROJECT:** As their senior class project, a group of Parsons School of Design students studying entrepreneurship were asked to come up with an event that would make money — but they took the assignment a step further by tying their event to a charitable cause. The students have organized an auction that will take place on Friday night at David Rago Auctions in Lambertville, N.J., and will be managed by Parsons instructor Nicholas M. Dawes, who is also a host on the "Arts & Antiques Roadshow" on PBS. The proceeds will benefit The CFDA Foundation Inc.'s various philanthropic efforts. The class aggressively pursued fashion contacts for donations, putting together a series of packages, one of which includes a Dior saddlebag, a vintage wrap dress from Diane von Furstenberg, a salon package at Saks Fifth Avenue, a leather bag from Ungaro, cashmere knits from Cynthia Rowley, clothing and a showroom tour from Zegna, clothing from Parsons senior Chris Benz and a spring basket from Ralph Lauren filled with a dozen each of men's and women's Polo shirts. Clea Driscoll, a Parsons senior, noted that for those unable to attend the auction in person, bids can be made through eBay at its ebayliveauctions.com Web site.

● **FLYING HIGH:** Zambesi, a New Zealand label, is revamping the uniforms worn by 3,000 Air New Zealand employees as part of its pitch to put Kiwi fashion on the international map. The company recently took over sponsorship of New Zealand Fashion Week. The new looks for Air New Zealand are expected to be introduced in 2006. Nina Ricci and Christian Dior are among the designers that created in-flight attire in the past for the airline.





An icon's style, from left: A Jean Paul Gaultier design from "Blonde Ambition"; kilts from the 2001 "Drowned" tour, and a Dolce & Gabbana outfit from the "Girly" tour.



ANNA STILLS/RETNA; JAMES CRUMP/REINAGE; STEVE SCHNER/PHOTOWEB/REINAGE; W COVER, STEVEN KLEIN

# Madonna's Latest Look

By Rose Apodaca Jones

**LOS ANGELES** — On Monday, when the spotlight reveals Madonna on the opening night of her Reinvention Tour at the Great Western Forum here, Christian Lacroix will be right there with her. So will Karl Lagerfeld for Chanel, Stella McCartney, Dolce & Gabbana, Jean Paul Gaultier and several more friends.

Superstars these days might not be able to leave home for tours without a high-profile European designer providing at least a couple of wardrobe changes, but leave it to Madonna to have almost all of them. The pop icon is breaking a record (if such things are kept) by taking on her 14-city North American tour — along with stops over the Atlantic in London, Paris and Arnhem, Holland — not one designer but the custom pieces from 13 of them — 14 if you count Alexander McQueen's contributions from his archival signature and Givenchy collections.

And by the end of it all, 750,000 people are expected to see her — at prices ranging from \$65 to \$930 a ticket in the U.S. alone.

"No one can deny the unique relationship Madonna has with fashion, and fashion has with Madonna," Arianne Phillips, stylist and costume designer for the tour, told WWD late Tuesday night following dress rehearsals for the two-hour concert. "Madonna has a history of collaborating with fashion designers. We didn't want to miss the opportunity to collaborate with several of them."

And enlisting so many different designers made perfect sense for a tour cheekily titled after the way the singer is chronically described for exposing yet one more aspect of her endlessly layered personality.

The concept, continued Phillips, who started work on the tour March 1, is "a wink, a nod to parts of her career. Despite what journalists constantly say — that she's reinventing herself, it's really an organic transition of who she is. It's not like she sits down and plots her next move. Madonna has this great sense of humor. She leaves no stone unturned, including winking at us by calling it the 'Reinvention Tour.'"

Throw in a musical journey from which to draw and there was no shortage of inspiration for wardrobe.

Lacroix was called on to reconfigure the original couture he created for the Steven Klein-photographed portfolio that appeared in the April 2003 issue of WWD's sister magazine *W*. Several of the images from that shoot will appear on screens onstage and then "come to life in the three-dimensional aspect of the costume," said Phillips, who's worked with Madonna since 1997. This is her second tour with the artist, following 2001's "Drowned World Tour," which marked the pop icon's return to concerts following a seven-year break.

There are corsets, of course, potentially inhibiting for singing, that had to be worked out in multiple fittings. The original from the Klein shoot didn't move. "But Mr. Lacroix was the perfect designer for this," said Phillips, "because he's designed for the opera, so he and his atelier understand the nature of performance and costume completely."

Much of the embellishments — the baroque embroidery, beading, handpainting and mass of Swarovski crys-

tals — remained, but the costume has now been cut in softer fabrics.

Lacroix said the Klein images "epitomized the drama of couture, theatrical skill and today's show business." He reinterpreted the red-sequined and embroidered corset from the *W* shoot in nude and glitter for the tour.

"I'm not a close friend of Madonna's, but I always felt that she's a very Christian Lacroix girl," the designer said. "I remember she sent her measurements for the very first collection in 1987 and she was gorgeous in Vogue magazine in a black jacket with carnation piping and a 'Madonna' embroidered on her back."

The pair, in fact, have only met once, he recalled by e-mail Wednesday, at a post-couture party for him. "Privately, I know we do have a lot of inspirations in common. And I would like to dedicate our work for her to her biggest fan in France, a friend of mine who died from AIDS a few weeks ago, who was so happy knowing I was going to create something for this tour."

The Klein shoot, in fact, infuses the entire concert. "It had to do with the process of the performer," said Phillips. "Madonna always talks about focusing on the process and not just the end result. If you do the best you can you'll reach certainty in the outcome. That is the spiritual side of Madonna and something you see throughout the show."

Klein also photographed the tour book. For that production, McQueen forwarded some 50 pieces from his own archives and designs he'd done for Givenchy Couture.

Act three goes to Chanel, with Karl Lagerfeld dressing Madonna "at her sassiest — as the sexiest chorus girl you could ever imagine," said Phillips, who, for the sake of keeping some element of surprise, remained mum on the details of the clothes and the song list. "She shows the precociousness we love about her. This part is a wonderful Fellini-esque carnival. What's really important to Madonna is that the show, the costumes, the choreography all have a subtext of entertainment."

The "emotional heart of the show," she continued, bows next. The costumes are quieter, but no less powerful. The Stella McCartney silhouette, Phillips said, "is Madonna at her best."

McCartney, who hints at the look by referring to its masculine, bespoke styling, calls it a "less is more" moment. "She has worn my bespoke clothing a lot in the past. In fact, the first thing of mine she bought was a bespoke suit." This particular design, the designer added, is "very Stella McCartney in spirit, but for Madonna, mixing very masculine elements with her iconic energy. It's simple and tasteful and very wearable. But she's playing with her masculinity and making a statement of a certain attitude and sexuality."

Yet audiences also may find Madonna in that fourth

act looking equally as striking in a black Yves Saint Laurent top, worn with trousers by Los Angeles rising star Louis Verdad, whom Phillips put on the radar only a year ago after dressing her high-profile client in his Forties-flavored clothes.

"Some of the costumes will change from night to night," said Phillips. "It can get routine on the road, so what I learned last time is to keep an element of interest and surprise for both Madonna and the audience."

So, for the third act, Lagerfeld designed two options and Phillips designed another.

In fact, despite all the outreach, Phillips had her work cut out for her. Besides Madonna's five costume changes, there are two background singers who also change five times, 10 dancers and their six changes, and the four members of the band who only change twice. And the entire company tests the limits of their wardrobe, dancing and singing night after night, which is why four to six of everything — including the couture — has been made in advance.

Phillips designed the complete second and last acts of the five-part show. Act two is a "real rock 'n' roll section" based on Madonna's recent "American Life" album. And the finale, she revealed, merges hip-hop sensibilities with traditional Scottish elements, including kilts — something introduced in the last tour.

The extended wardrobe credits are a departure for Madonna, who has always relied on a single designer to costume the bulk of her tours. Her most intimate collaboration has been with Gaultier. As much as he wanted to participate, time constraints — in part due to his new charge at Hermès — made it impossible, said Phillips. But his presence is there in the shirts he sent over for the dancers.

"The generosity from the fashion community has just been incredible," she noted.

That goes down to Madonna's toes. Shoes are necessary for the choreography, and several designers swiftly obliged with custom pairs. There are the steep 4-inch heels, no less, from Miu Miu, and Jimmy Choo and Gina of London provided footwear for a video portion. And, Phillips noted, "Yves Saint Laurent shut down production" to make six pairs of above-the-knee leather boots with 3-1/2-inch heels, based on a favorite pair Madonna owns from a couple of seasons ago.

In a video clip, there is a costume by Jeremy Scott, and Dolce & Gabbana provided most of the undergarments.

Asked about the wardrobe budget, Phillips paused before replying: "No expense was spared, whether it was something we covered, or the designers covered. Money's never been an issue. These fashion designers put a lot of time and energy and heart into being a part of this."

— With contributions from Robert Murphy, Paris



Steven Klein's *W* shoot inspired the costumes.

# Purple Reign



"We're all blinged up!" said **Keira Knightley**, the face of the upcoming Asprey campaign, at the mega-bash Tuesday night to open the brand's 40,000-square-foot store on Bond Street in London. Knightley, who was wearing strand upon strand of diamonds around her neck, couldn't quite get over the turnout. "I walked through the front door and thought 'Oh my! I can't even move.'"

"I feel like a proud papa," said **Lawrence Stroll** as he and co-host **Silas Chou** surveyed the place, decked out in purple, right down to the garbage bins.

Purple-uniformed shoeshine men sat outside Asprey's front entrance to give the 1,500-strong crowd — including **Jade Jagger**, **Molly Ringwald**, **Sir Elton John**, **Hussein Chalayan** and **Zara Phillips** — a last-minute polish while male window-washers in overalls and no shirts shined the glass until it sparkled. Inside, servers passed around boiled quails' eggs packed into purple Asprey gift boxes while the luxury firm's artisans sat at worktables polishing silver plates and mounting diamonds in rings. "It was a very understated affair," announced **Kenneth Cole**, with a smile. "A very moderate display of mid-priced merchandise."

Stroll later hosted a dinner at Annabel's for 150 Asprey brass and personal friends, including **Norman Foster**, **David Milinaric**, **Sarah Ferguson**, **Crown Prince Pavlos** and **Marie-Chantal** of Greece.

"Now we shareholders want to make our money back," Chou told his guests. "And please, don't just buy Asprey for yourselves. E-mail your friends! E-mail your enemies! And tell them all about our new store."



Zara Phillips

Celia and Silas Chou



Jacquetta Wheeler



Keira Knightley in Coat.



Sir Elton John and David Furnish

## EYE SCOOP

**SHOW BOAT:** Forget the red carpet — all the news in Cannes is aboard the yachts. Media-shy San Francisco novelist **Melanie Craft**, a.k.a. Mrs. Larry Ellison, played hostess Tuesday night on her husband's boat, *Katana*, which has been docked in Cannes all week. The annual fete for ICM honcho **Jeff Berg**, who sits on the board of Oracle, Ellison's billion-dollar software company, was the usual intimate gathering of power players, including **Roman Polanski**, **Brett Ratner** and **Serena Williams**. But there was also a touch of Euro-glam: **Princess Olga of Austria** with her beau of four years, **Johnny Pigozzi**, and his pal **Christian Louboutin**. Over dinner on the top deck, surprise guest **Don Johnson** jokingly demanded a rebate. "My wife buys so many of your shoes that I think I'm entitled to some money back, or at least a discount," he declared.

Meanwhile, Mrs. Ellison excused herself from the table to retire early, saying, "I'm way too shy to be out here, so I sort of let Jeff take over this night." Her outspoken husband was back in California closing a deal, while she has quietly been enjoying a week on the Riviera with eight guests. Alas, it was her final cruise aboard *Katana*, which has been sold to the British media entrepreneurs, the Barclay brothers. Ellison's new vessel, *Rising Sun*, which measures 410 feet versus the 244-foot-long *Katana*, will be ready for christening in November. "I tried to get Larry to call it Princess Melanie, but that got shot down pretty fast," she said.



Ann Nitze and Christopher Mason

**ON THE BLOCK:** Christopher Mason spent last Friday night ensconced at the mahogany dining room table of **Ann Nitze's** elegant Georgetown house, signing copies of his new book, "The Art of the Steal," which chronicles the infamous Christie's/Sotheby's price-fixing case. (Nitze fluttered a black fan that matched her Ungaro dress. "I'm a fan of Christopher Mason," she said.) "I want a copy for my friend **Scott Mueller**," said **Louisa Riley-Smith**, wife of a top British Embassy counsel, and part of Mason's Cambridge-Oxford mafia. Gaily signing the book over to the New York attorney who helped represent **Alfred Taubman**, Mason impishly grinned, "I'm not sure he's going to like what I've written."

Mason recalled leaner days when his first book on Gianni Versace never made it into print because of objections from Versace's sister, **Donatella**. So what convinced Mason to try again? "Alfred Taubman's daughter, **Tiffany Dubin**, is a very dear friend of mine," he explained, confiding he's hard at work on another as-yet undisclosed book subject. "Corruption in high places is what I specialize in."

## To Catch a Thief

**CANNES, France** — As rumors of a burglarized villa and stolen laptops circulate around the Cannes Film Festival, the legendarily attractive security guards — assigned to protect the millions of dollars worth of borrowed jewels adorning the necks, ears and wrists of the beautiful people — have suddenly found themselves in the limelight.

Though these strong, silent types often manage to elude the camera, high-profile guards like **Luc Fournier** of De Beers and **Luc Charpiot** of Chopard can always be spotted on the red carpet, just a few steps behind a high-wattage star, or presiding over the jewels at the boutique. Both refuse to divulge any specific incidents of theft at this year's festival, but say they aren't afraid to use their impressive physiques when necessary. Ladies, take note.

— Marcy Medina

### LUC FOURNIER, De Beers

**Height:** 6'1"  
**Weight:** 190  
**Age:** 29  
**Former Job:** Cook  
**Can Also Spot Him At:** Cartier, Louis Vuitton  
**Security Strategy:** "Intimidation is the best prevention."  
**Workout:** "Exercise bike, Greco-Roman wrestling, Thai boxing and one hour in the gym every day."



Luc Fournier

**Dress Code:** "Classic, understated suits. I like ties so I change them often."

**Sorry, Ladies:** "I'm married, but don't have kids yet. There's not enough time."

**Job Perk:** "I give my wife diamonds when I can. I know the difference between D and D flawless."

### LUC CHARPIOT, Chopard

**Height:** 5'8"  
**Weight:** 145  
**Age:** 42  
**Day Jobs:** Firefighter, bodyguard  
**Security Strategy:** "Be subtle. Always use discretion."  
**Training:** Black belt in karate.  
**Favorite Client:** Emmanuelle Béart. "But we are only told one hour prior to what we will be watching."

**Dress Code:** Tux for premieres, comfortable shoes and shades when it's sunny. "It's not a cliché."  
**Gems 101:** "I know the difference between a ruby, a diamond and an emerald."

**Surgical Skills:** Knowing how to undo those tricky clasps. "It's more important to be able to take it off than put it on."  
**Hours:** "All day, all night. Staying with actors until 4 a.m. is part of the job."  
**Diet:** "We live never knowing what or when we are going to eat."



Luc Charpiot



# Target: Asset Sale Soon

Continued from page one  
nostalgic Target shareholders who questioned the rationale for the sale of Marshall Field's.

Meanwhile, in New York, analysts and consultants threw a few names in the ring of parties who would be interested in taking the two businesses off of Target's hands.

It has been widely expected within the analyst community that May Co. or Federated Department Stores, which said it was exploring the acquisition, will pick up Field's and that Mervyn's may be broken up for its real estate. However, in a research note issued Tuesday, A.G. Edwards analyst Robert Buchanan said market sources indicated a group led by publicly traded investment firm Apollo Group, including former Macy's East ceo Hal Kahn, may be interested in buying and operating Mervyn's.

Kahn firmly denied any involvement with Mervyn's or Apollo. "There is absolutely no truth to this whatsoever, and I would think that a quality analyst like Robert Buchanan would do more due diligence before he spreads rumors and at the very least check with me," said Kahn. "Other than a 20-minute conversation with Apollo when I told them I was not interested in Mervyn's, I have had no involvement — zero — with Apollo on Mervyn's or any other ventures."

Alan Schlesinger, the former ceo of Filene's Basement and Lamont's and currently a consultant, is said to be involved with Apollo on pursuing Mervyn's. "I can't confirm or deny it," he said Wednesday.

There was also another report that Robert DiNicola, the retired chairman and ceo of Zale Corp., may be involved in pursuing Mervyn's. DiNicola could not be reached for comment.

At the annual meeting, Target is acting as if it has already washed its hands of its lagging divisions. Neither Marshall

Field's president Linda Ahlers nor Mervyn's president Diane Neil took their customary places on stage during the shareholder meeting, and neither offered a second-quarter outlook on the company's first-quarter conference call May 13.

In a sign of where a baggage-free Target Stores is headed, chairman and chief executive officer Robert Ulrich focused on the flagship division's performance for the past 10 years, pointing out that Target is now, at \$41 billion, roughly the size Wal-Mart

**“Certainly Wal-Mart is a major threat. Personally, I wish Wal-Mart wouldn't exist.”**

— Robert Ulrich, Target Corp.

was a decade ago. It operates 1,249 stores across 47 states; in its strongest markets, including Minnesota, California and New Jersey, it commands 10 percent of the market or more, according to company data.

In a press session, Ulrich characterized operations at both divisions as "business as usual." This year, shareholders were allowed to submit questions in writing, easing some of the sting they felt last year when Ulrich unceremoniously adjourned a perfunctory 15-minute meeting without the customary question-and-answer session.

Questions focused on the rationale for the Marshall Field's sale, which seemed to hit hardest with local shareholders mourning the last link to Dayton's, beloved for its philanthropy here. "The department stores are losing meaning. They're passing them around like cards at a table," complained Minneapolis resident and longtime shareholder Mary-Lou Robertson.

Shareholder Aaron Epstein, who flew in from North Hollywood, Calif., last year and was

subsequently irate when questions were banned, asked pointedly what Target was doing to ensure it didn't face the same "problems affecting our friends in Bentonville [Ark.]," such as illegal cleaning crews and employees forced to work off the clock.

Target executive vice president and general counsel Jim Hale said the company uses an annual survey and an 800 number, which handles thousands of confidential calls annually, to make sure proper labor policies are being followed.

Ulrich said Target's expansion for the next decade will focus on the U.S., and he expects the company to double its footprint and triple sales in that period.

Eventually, the retailer will go international, likely starting in Canada or Mexico, but there are no immediate plans to push beyond profitable domestic territory, which Ulrich said could return the company 15 percent annually for the foreseeable future.

Along the way, Target will have to grapple with Wal-Mart for every bit of market share, even on the Minneapolis-based retailer's home turf. Wal-Mart is building its first stores in the Twin Cities metro area, Target's stronghold where it operates about 40 stores.

"Certainly Wal-Mart is a major threat. Personally, I wish Wal-Mart wouldn't exist," Ulrich said in a rare candid comment that drew whistles and scattered applause from some shareholders. "But it certainly keeps Target a sharper and more focused company than if we weren't competing with one of the world's biggest companies."

— With contributions from David Moin

# Strong Sales Drive PacSun Expansion

By Kristin Young

**ANAHEIM, Calif.** — Pacific Sunwear of California Inc. is on a roll, with robust sales growth and a plan to expand its store base by more than 50 percent in the next three years, said Greg Weaver, chairman and chief executive officer of the surf and skate retailer.

Weaver said at the annual shareholders' meeting here on Wednesday that store numbers are expected to expand from 907 to 1,400 by 2007, bumping up sales. The retailer, comprising PacSun, PacSun Outlet and urban division Demo, surpassed \$1 billion in sales last year and had an \$80.2 million profit. PacSun, along with the company's Outlet division, is projected to operate 1,000 stores by the end of 2007, Weaver said. Demo will run another 400 stores. Square footage growth is to increase by 13 to 15 percent each year for the next three years. Some 110 new stores are planned to bow in 2004.

"We're off to an incredible start in 2004," Weaver said. After noting that the company almost doubled its sales growth in 2003, he added that "By any measure, our plans remain highly aggressive. We will continue to grow PacSun stores, Outlet stores and Demo stores."

Young women — especially the 15-year-old target customer — continue to be the driving force behind PacSun. PacSun's goal for the last several years has been to evenly split merchandise between young women and men, once the dominant segment of business. In 2003, clothing for young women accounted for 47 percent of the mix — "its highest level of total sales to date," said Weaver. "You can see we're get-

ting very close."

Nodding to the 100 or so employees at the meeting, Weaver said, "Our employees constantly seek progress. We're just shy of 1,000 stores, and already we've grown into a very dominant force in teen retailing," he said, noting the U.S. demographic of 32 million teens with a total of \$170 billion to spend. Comp stores to date have risen 12.7 percent.

Weaver also cited PacSun's brand focus — now 67 percent of the total merchandise mix — and pointed to several new vendors the retailer began carrying this year, including DVS, Adio and Osiris. Footwear has racked up double-digit comps in the last three years, while accessories accounted for 19 percent of last year's sales.

Urban hip-hop chain Demo continues to be the company's growth vehicle, said Weaver. In 2003, the 16-to-24 age group bumped up comp-store sales 4 percent, and year-to-date is tracking 6 percent ahead of plan. "There is very limited competition," said Weaver, noting that Demo's sales per square foot topped \$405 in 2003, higher than the company's average of \$363. Young women here, too, have been driving sales, making up 35 percent of total apparel sales. In response, the company is tweaking its store prototype. "We felt our stores were a little bit too urban, a little bit too masculine," said Weaver.

Even if there's a chance the economy could turn south, Weaver is optimistic. "Interest rates are going to go up in the next few years," he said, noting that the indicator directly affects retail. "Our customers could care less. They have only one interest. They want to look good."

# Full-Price Selling Bolsters Specialty Retailers

**NEW YORK** — Spring's explosion of color fashions coupled with shoppers doling out full prices sent first-quarter earnings skyward for specialty retailers reporting results Wednesday.

Charming Shoppes Inc., Dress Barn Inc., Goody's Family Clothing Inc., Hot Topic Inc. and Talbots Inc. reported sizeable year-over-year earnings gains as customers paid full price for vibrant spring and summer offerings.

On the teen front, Hot Topic scored a 21.5 percent net income gain on sales that soared 27.3 percent to \$128.1 million. For the older demographic set, color and fabric were key.

"Through the business, color fashion and new fabrications are driving sales," said Harold Bosworth, vice president and chief merchandising officer for Talbots, during the company conference call.

Talbots' 13.4 percent boost in earnings was largely generated by a strong performance at its retail stores.

Arnold Zetcher, chairman, president and chief executive officer, said during the company's call that retail-store sales rose 7 percent to \$353.4 million while same-store sales were up 1.7 percent. Comps were offset by softness in marked-down sales due to lean inventories, as well as a general weakness in the dress business. Catalogue sales dipped slightly to \$65.6 million from \$65.8 million.

The company said it will be adding a suiting package to 115 store locations in August, which will center on one suit jacket along with four bottoms, two options in pants and two in skirts. Also for fall will be a change in the denim component of Talbots' casual business that will incorporate new lighter-weight fabrics.

While Talbots said it is making changes to reverse weakness in its dress component, analyst Neely Tamminga of Piper Jaffray noted in a research note that casual dresses "became a much less important contributor to total sales in the fall relative to the spring."

However, Tamminga said management's decision to run television advertisements for its semi-annual sale, a first for the company, should generate greater store traffic. The clearance event begins in late June. Her firm reiterated its "outperform" rating on Talbots.

Meanwhile, triple-digit earnings gains at Charming Shoppes were fueled by sales from its Lane Bryant and Fashion Bug segments where jackets, skirts and blouses

First-Quarter Results (in millions)						
RETAILER	EARNINGS (LOSS) '04	EARNINGS (LOSS) '03	% CHANGE	SALES '04	SALES '03	% CHANGE
Charming Shoppes Inc.	\$26.9	\$9.7	177.9	\$592.7	\$564.3	5.0
Dress Barn	\$5.4	\$2.6	106.6	\$183.3	\$165.7	10.6
Goody's Family Clothing Inc.	\$8.1	\$1.9	332.8	\$302.9	\$283.0	7.0
Hot Topic	\$5.4	\$4.4	21.5	\$128.1	\$100.7	27.3
Talbots Inc.	\$33.3	\$29.4	13.4	\$419.0	\$395.0	6.1

SOURCE: COMPANY REPORTS

found their way back among the top sellers.

"What we're encouraged about is that we had a very strong wear-to-work business in our Fashion Bug division as well as our Lane Bryant division for spring," said Dorrit Bern, president and chief executive officer, during the company conference call.

According to Bern, skirts have regained prominence in the work apparel category. Blouses have followed suit. "It seems that the blouse business is back. I can't believe I'm saying that, but the blouse business is back, at the same time that this wear-to-work career business has turned around for us," said Bern.

According to Gayle Coolick, director of investor relations, sales at Lane Bryant exceeded expectations, coming in at \$246.6 million with a 5 percent comparable-store gain.

The strong sales response, coupled with tight inventory controls made for a 100 basis point improvement in merchandise margins.

— Ross Tucker with contributions from Vicki M. Young

# Garden Variety



Indah's terry cloth tube top; Girl Star's polyester and spandex bikini bottoms. Mella flip-flops.



Polyamide swimsuit from Sophia by Vix. Hollywood sandals.



Aaron Chang's polyester and spandex swimsuit. Mella flip-flops.



Dr. Bombay's nylon and Lycra swimsuit. Mella flip-flops.

**LOS ANGELES —** Resort swimwear blooms bright with bikinis in whimsical patterns and sexy shapes. Here, delicate florals and playful pastels add a retro touch to triangle-shaped tops and string-tied bottoms.





Dahlia's polyester and nylon swimsuit.

PHOTOS BY ALANA GOLDSTEIN; MODEL: LEANNE THRASHER/ELITE; HAIR AND MAKEUP BY JUANITA YON FOR RENDEZVOUS/ESTIMOTEAGENCY.COM; FASHION ASSISTANTS: MIMI LEE, AMBER ARMANO; STYLED BY MELISSA MAGSANSKY



# Denim Dish

## Tarrant Cuts Loss

**T**arrant Apparel Group's withdrawal from Mexican production cut its first-quarter sales nearly in half, but it also allowed the company to reduce its loss.

For the three months ended March 31, the Los Angeles-based apparel and fabrics marketer had a net loss of \$3 million versus a loss of \$3.9 million in the prior-year period. On a per-share basis, the losses were 10 cents against 24 cents, due to an increase in the number of shares outstanding. Sales plummeted 46.5 percent to \$42.2 million from \$78.7 million in the 2003 quarter, as the company absorbed what is expected to be an annual top-line decline of \$60 million to \$75 million due to its exit from Mexican manufacturing.

"By withdrawing from Mexico, we no longer have a need to accept low- or negative-margin orders for the purpose of filling production capacity during slow periods," president Barry Aved said on a conference call with Wall Street analysts.

Patrick Chow, chief financial officer, said quarterly sales were in line with expectations and "relatively flat" when excluding year-ago results attributable to Mexican production.

Company officials said they expected their new focus on private brands to drive top-line growth. Gerard Guez, chairman and chief executive officer, said private brands accounted for about 15 percent of sales during the first quarter and could grow to between 35 and 50 percent of volume by the end of next year.

The American Rag program is in junior departments in 153 Federated Department Stores doors, and Guez expects that number to surpass 200 this year. Additionally, a men's program for that label is being explored, and "another three to five projects" could be launched before the beginning of 2005.

Tarrant has an exclusive distribution agreement with Wet Seal for No Jeans and manufactures Seven 7 jeanswear exclusively for Limited Brands' Express division. It recently inked a licensing deal with Cynthia Rowley for women's jeanswear.

— Arnold J. Karr



James Jeans has booked \$33 million in sales so far.

## James Jeans' New Cause

**A**fter handily exceeding its first-year growth targets, James Jeans is moving out on its own. The company has parted ways with the New York-based Brothers and Sisters Showroom that launched the line, and moved into its own 4,000-square-foot showroom at 250 West 39th Street in Manhattan.

Owner James Lim, who owns the brand with his designer wife, Seun, said the company has booked \$33 million in orders since launching this spring. That's well ahead of an initial target, set last fall, of \$2 million in its first season and also surpasses the \$20 million goal the company cited in March.

"It's really been great, but just so fast — too fast," Lim said. "I am just glad that the customers are getting it and that our fit has been working out so well."

James Jeans' signature darted back pockets wrap around the contour of the behind to enhance definition. The jeans are washed in a way that makes the inner thighs appear thinner and legs look longer. The hip area is highlighted to create a lift effect.

Lim acknowledged that one casualty of the line's success is that it's running about two weeks late on deliveries, though he maintained this is a new and temporary problem. Lim said he will be 100 percent on track to deliver on time with the James fall 2004 orders. As of now, Lim said the company ships between 1,500 and 2,000 units every day.

To help meet demand for deliveries, James Jeans beefed up its production staff. It has also moved into a new Los Angeles headquarters for manufacturing and now has three dedicated sewing facilities there. Lim said there are now more than 500 people involved in putting together the line, with about 50 directly employed by the company. That compares with four people on the payroll in January.

Lim said he is looking to partner with a larger company to help with marketing, distribution and production duties.

"I've met with a lot of companies, and I would say I am in the final stages," Lim said. "We just need the help, since we grew so quickly."

— Julie Greenberg



## Warnaco Charts a Course

**W**arnaco Group Inc. president and chief executive officer Joseph R. Gromek said at the firm's annual meeting Wednesday that the company's business units can be broken down into two main groups: Those ripe for revenue growth and those where management needs to improve profitability.

In the first camp are the Chaps men's wear brand, Calvin Klein underwear and Speedo. In the second are Calvin Klein Jeans and the rest of Warnaco's U.S. inner-wear business.

Looking at the \$1.37 billion firm from a broad perspective, Gromek said adding brands through licensing and acquisition will be a key priority.

"Definitely, we believe that we need to enhance our portfolio of leading brands and we will continue to add," he said in an interview after the meeting, held in Manhattan.

Gromek declined to comment on whether Warnaco was eyeing any particular brands, but added the firm would be ready to move "if the opportunity comes up."

Illustrating Warnaco's financial readiness to acquire, senior vice president and chief financial officer Lawrence Rutkowski noted the company began the year with \$53.5 million in cash on hand and \$211.1 million in long-term debt. That's more cash than the \$26.9 million on hand when Warnaco exited Chapter 11 bankruptcy protection in February 2003 and less debt than the \$246.5 million on the books at the time.

Gromek called the Chaps business "our leading revenue-growth opportunity" and noted the men's jeans line launched under that brand could bring in \$25 million in second-half sales.

He said the CK innerwear business — a label for which Warnaco owns the rights — last year posted 16.5 percent revenue growth — to \$279.1 million, according to a filing with the Securities and Exchange



Joseph Gromek said Warnaco would consider acquisitions "if the opportunity comes up."

Commission — and a 57 percent increase in operating income. With the brand's upcoming launches of Choice Calvin Klein junior intimates and Calvin Klein Sensual Support full-figure bras, Gromek said growth at that unit should continue.

The Calvin Klein Jeans business, which Warnaco licenses, is a different story. There, Gromek said, the firm is "focused on improving profits, versus top line." He said the business recorded an operating profit of only 4 percent last year on its \$282.7 million in sales.

Warnaco has cut back sharply on sales of Calvin Klein Jeans to off-price and wholesale-club retailers,

which played a significant role in Warnaco's \$30.2 million, 7 percent slide in first-quarter sales to \$393.3 million. In a sign the strategy was paying off, Gromek said the unit recorded a double-digit percentage operating profit in that quarter.

The sale of Calvin Klein Jeans to wholesale clubs was a contributor to the souring of relations between former Warnaco chairman and ceo Linda J. Wachner and designer Calvin Klein, which ended in a legal dispute in late 2000 and early 2001. That brouhaha was settled out of court, though Warnaco wound up filing for Chapter 11 protection in June 2001.

Current Warnaco management has sought to put the stormy years of the company's recent history behind it, and chairman Charles R. Perrin told the approximately 30 shareholders and executives in attendance at the annual meeting that last week's settlement by Wachner and other former and current Warnaco executives of an SEC probe should mark the final piece of unsettled business from that era. Wachner agreed to pay \$1 million in the settlement, which concerned a probe into previous earnings restatements at the company.

"It's important to note that the inquiry had nothing to do with any of our current financial recording matters," Perrin said. "This last chapter in the old Warnaco is now closed."

— Scott Malone

## Star Struck

**I**nspired by vintage styles and Old West charm, Star Jeans is making its debut for fall retailing.

The line is backed by New York-based junior sportswear company Star City. It's run by James Miller, executive vice president, and Scott Aimetti, vice president of sales, who both came to launch the label from young men's and junior jeans company Plugg. Currently, the jeans line shares space with its parent firm; however, Miller and Aimetti said they plan to move into dedicated space.

"We both learned so much over the years in the denim business, and we are confident that we are launching a great product," Miller said. "We have re-created a lot of vintage styles and paid a lot of attention to the details."

The first collection includes an array of denim styles, including a basic five-pocket, a pencil skirt and miniskirt. Also included are denim and corduroy jackets accented in fake fur and knit hoods. The signature logo on the denim is a subtle star sewn into one back pocket, as well as one star rivet on a front pocket. Many styles feature

Two looks from the fall Star Jeans line.



STAR JEANS PHOTOS BY TALAVA CERVENO

ribstone chain belts, while denim jackets and blazers come with decorative pins.

"The customers have been reacting really well to the extras that we have added," Aimetti said.

Miller said they are targeting specialty chains and department stores. The line wholesales for \$11.50 to \$20. Miller expects to reach about \$15 million in first-year sales. Next up, the company is planning a young men's line to be ready for spring 2005.

— J.G.



## Active Lifestyle

# A Sleeker Sports Authority

By David Moin

**NEW YORK** — The Sports Authority, the largest U.S. sporting goods retailer, got bigger by buying Gart Sports in August. Now it wants to get better and boost productivity.

The chain is dumping the old chrome racks and moving away from the warehouse look by establishing sleek in-store shops with bigger graphics and deeper assortments of better-quality brands.

A 50,000-square-foot prototype, about 10,000 square feet larger than the typical Sports Authority box, opened April 24 in King of Prussia Mall in Pennsylvania, kicking off a plan to remodel 135 stores over the next two years.

Elements of the prototype will be blended into other stores to varying degrees, depending on the location, to provide a more unified look chain-wide and across the divisions. The Sports Authority also operates Sportmart and Oshman's stores, which had been owned by Gart, for a total of 385 stores. In addition, a joint venture with AEON Co. Ltd. operates Sports Authority licensed stores in Japan.

With a uniform interior design approach, all stores may eventually be called The Sports Authority, though there is no definite plan for that yet, and the company has changed nameplates in only a few markets so far.

"We are trying to play up any synergies we can," said Karl Salz, the chain's regional director of Mid-Atlantic stores. "Sports Authority has primarily been known for team sports and athletics, and Gart has been a great outdoor store."

Merchandise strengths from both chains will be shared, he said. For example, since Gart is strong in ski equipment, The Sports Authority stores next winter will be able to beef up ski brands such as K2 and Salomon, while Gart units will adopt some of Sports Authority's strength in hunting and fishing gear, Salz said.

In addition, The Sports Authority will beef up some higher-priced brands, such as The North Face, Salz said. One-thousand-square-foot North Face shops started rolling out last year. Other key brands include Columbia, Head, Nike, Fila, Adidas, Huffy, New Balance, Reebok, Under Armour and Alpine Design. "Customers are asking for better brands. That's what we are moving into," Salz said.



The Sports Authority is remodeling many of its stores.



Branded apparel is becoming a bigger part of the mix.

He said the merchandise flow has improved since the merger, so there are fewer instances of stockouts and of stale products lingering on the selling floors. About 30 percent of The Sports Authority's business is in apparel. Fiscal 2004 sales are projected to be about \$2.6 billion.

Merrill Lynch, which recently renewed coverage on The Sports Authority, said in a report that the Gart merger will help strengthen relationships with key national brands. "We should see more premium brands in all stores as vendors look at the new and improved Sports Authority as a desirable retail partner," Merrill said. The financial services firm cited "tremendous potential for cost savings" because of the merger, estimated to come to \$20 million in fiscal 2004, \$40 million in 2005, and \$50 million after that.

Merrill also said that "significant" remodels will occur in 99 locations and that a 2.2 percent comp-store sales boost will generate sufficient return on investment of about 35 percent. Merrill said past remodels have generated higher comp gains, so 2.2 percent is doable.

Larger prototypes that are the size of King of Prussia cost about \$1.6 million each, according to Merrill. Once the inner transformation is complete, the Englewood, Colo.-based Sports Authority plans to unveil new marketing and advertising. It's working with the Boston Consulting Group on consumer research, Watt International on branding, Cliff Freeman on advertising and Integrated Corporate Relations on investor relations.

Features of the prototype include:

- A 2,700-square-foot "golf day" concept shop with a driving cage and a 15-foot graphic wall.
- A team sports and team logo apparel department.
- Increased vendor branding.
- A full-service performance-footwear as Columbia, Merrell and Salomon.
- A stone bridge to try out hiking footwear on inclines and declines so there will be no surprises, such as blisters, on the actual hike. The bridge is 10 feet long and 3 1/2 feet wide, is made from stone and metal and has a 45-degree slope.
- Twenty-foot graphic walls in fitness and camping departments.
- Fitting rooms in four areas, instead of being centralized.

wall, a cleat shop and a "lifestyle" footwear shop with vendors such as Columbia, Merrell and Salomon.

● A stone bridge to try out hiking footwear on inclines and declines so there will be no surprises, such as blisters, on the actual hike. The bridge is 10 feet long and 3 1/2 feet wide, is made from stone and metal and has a 45-degree slope.

● Twenty-foot graphic walls in fitness and camping departments.

● Fitting rooms in four areas, instead of being centralized.

## Lucy Names New President

By Melanie Kletter

**NEW YORK** — Lucy Activewear, the 13-unit chain that was one of the first retailers devoted exclusively to active women, has named a new president and chief executive officer, Michael J. Edwards, to direct a store expansion program and oversee the company's growth.

Edwards will take over the CEO slot on June 14, succeeding founder and current president Sue Levin, who will continue to serve on the board of directors and act as a strategic adviser.

Edwards, 43, has an extensive track record in the retail business, most recently as executive vice president of operations at craft chain Jo-Ann Stores. He has also held merchandising and executive positions at May Co., Target Corp., Golfsmith and CompUSA.

"I believe I took Lucy as far as I could or should take it," said Levin, a former Nike executive, in a phone interview Wednesday. "As we develop and grow, we need someone who has retail rollout experience. Mike's vast retail knowledge and operational strength will enable us to grow the company rapidly and profitably in coming years."

Edwards couldn't be reached for comment.

Lucy, which is based in Portland, Ore., and has estimated sales of about \$15 million, recently received a round of new financing to help facilitate its growth plans, Levin said. Its investors include Sutter Hill Ventures, Mavron LLC and Oak Investment Partners.

Levin declined to reveal the amount of the additional investment, or to give many details about the store openings. She said the scope of new units will be determined when Edwards officially joins, adding that the firm and its investors see potential for aggressive national expansion. "I am still going to be very involved," she added. "This change allows me to focus on the things where I have greater strengths. I am not a construction project manager."

Levin founded Lucy in 1999 as a Web site and catalogue catering to active women of different ages, sizes and fitness levels. Then known as lucy.com, the firm spent millions of dollars in its first year on an extensive marketing campaign that included direct mail, print advertising and online advertising. Following the Internet bust in 2001, Lucy shifted its focus to brick-and-mortar stores. In the last few years, the firm has been relatively quiet, opening a few stores a year.

Lucy still occupies a relatively uncrowded niche in the market. While a number of new active catalogues for women have sprung up in recent years, there are still few stores focused on this category. Nike plans to develop its Nikewomen concept, formerly known as Nike Goddess, and other competition comes from established sporting goods chains such as Sports Authority and Lady Foot Locker.

The company had a boutique in Manhattan at Crunch gym, but that location will close next month when the lease expires, Levin said. The stores carry a range of branded merchandise from firms including Puma, Nike, Adidas and Om Girl, as well as its own namesake brand.

## A Fresh Take on Ancient Olympics

**NEW YORK** — Many people only think about the Olympics every two years as the Games get under way, but for Martin Cooper, a Burberry design executive and a photographer, they're something of an obsession.

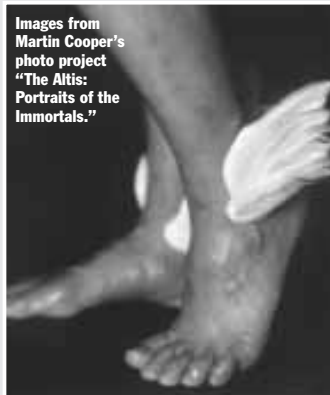
For eight years, Cooper has been developing "The Altis: Portraits of the Immortals," a photo project inspired by the ancient Greek Olympics.

"I have always had a thing for antiquities," Cooper said during an interview at the studio and showroom in Manhattan's financial district that he shares with his wife, accessories designer Karen Suen Cooper.

Martin Cooper, also a CFDA member, has meticulously studied the Games to create his series. Many of his mostly nude images incorporate ancient symbols, such as a bow and arrow, feathers or a discus. With their dramatic lighting and deep tones, the prints have a mysterious and moody feel.

But there's one big difference in Cooper's take on the ancient competitions: "Women weren't allowed to participate in the Games, which I think was a huge injustice, so by casting the project only with women I address those inequalities," he said.

The term Altis comes from the Greek name for the sacred olive grove where the ancient Olympics took place, Cooper said. The project is broken into categories, each showing a different element of the Games. For example, the preparation photos depict athletes getting ready for their sport, while the



Images from Martin Cooper's photo project "The Altis: Portraits of the Immortals."

event photos show models in various athletic poses.

The project, which comprises about 250 photos, has been on display around the world and is now being shown by appointment at the Jayne H. Baum/JHB Gallery in New York.

What began in 1996 as a photographic project has morphed into other mediums. Altis inspired a



dance work by Boston Ballet choreographer Rebecca Rice in 2002, for which Cooper designed the costumes.

"I also want to turn this into a book to show the breadth of the series," he noted. "And it could make a great fine art film."

— M.K.

The Beat

# Shopping With Olive & Bette

By Julee Greenberg

**NEW YORK** — Ah, the tribulations of a retailer: demanding customers, gambling on styles, getting shipments on time and more. Stacey Pecor, owner of Olive & Bette's, a three-unit contemporary sportswear chain here — with a fourth to open at 384 Bleecker Street in August — is prototypical. She faces all of these pressures. WWD accompanied her on a buying trip to four different wholesalers to see what works for her boutiques, what doesn't work and what prompts her to make those decisions.

Pecor, who carries labels such as Theory, Nanette Lepore, Velvet, Tibi, Generra and Michael Stars, said her customers usually shop with a specific item in mind. They may have watched Carrie Bradshaw (Sarah Jessica Parker) wear it on "Sex and the City," or seen the clothing in a magazine feature, she said. Her clients are serious about fashion, so it's important for Pecor to provide them with something distinctive.

Pecor headed out to the market last month looking for items to sell for early fall, as well as fresh styles to fill her new Bleecker Street shop. Here is a diary of her travels, some of the things she bought and didn't buy and why.



Stacey Pecor in her first New York boutique on Columbus Avenue.

## Stop 1: Tamara Henriques at Items Showroom

**Salesperson:** Theresa Barone, owner, Items Showroom.

**What Pecor found:** "Tamara's boots are constant bestsellers in the stores; right now I am completely sold out of one style and there are 35 customers who already paid for them on a waiting list," Pecor said of the black boots with red hearts painted on them. "They were featured in the New York Times and they just sold right out. I am waiting for those to come in, but in the meantime, I am looking for new boots for a July delivery."

Pecor has sold \$150,000 worth of the boots since January. She said she could sell much more, but because of the increased demand, Tamara, who is based in London, is having a hard time keeping up. From start to finish, it takes about eight months to make one pair of the \$118 retail items because they are all hand-painted. The average wholesale price is \$49 each.

Pecor ordered some new styles, such as the tweed-painted boots in colors like brown, blue and pink. The pink ones will be exclusive to Olive & Bette's for at least six months.

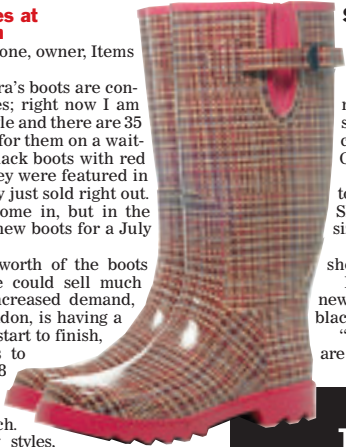
"Stacy has really been a launching pad for us in New York," Barone said. "So we really try and work with her to provide her with exclusives."

In addition to the tweed boots, Pecor ordered a new wavy-stripe style; black, white and red dog-printed boots, and the paisley model.

**What Pecor did not find:** "I have been really aggressive with Tamara to come out with more prints," Pecor said. "Right now she is working on some animal-print boots that are great, but really, I could be selling so many more of these boots and she just cannot make them fast enough. Now there are so many companies making boots similar to these, so the pressure is especially on now."

Pecor said she did not like the newest boots available for fall. Done in the signature rubber, the boots are made with a shoelace in the front, which is not functional, but exists simply for the look.

"My customer would love the print and would wear these with a cute skirt," Pecor said. "But she wouldn't like the tie. It just looks like it doesn't belong. It's unnecessary."



▲These Tamara Henriques boots will be exclusively at Olive & Bette's.

## Stop 2: Ella Moss at L'Atelier Showroom

**Salesperson:** Samantha Schwartz, sales representative.

**What Pecor found:** "I've been doing really well with Ella Moss' signature striped tops and dresses," Pecor said. "My customers come in asking for it since Carrie wore it on 'Sex and the City.'"

Pecor hopes to purchase some more tube tops since selling out of them within a week. She needs the clothing in medium and large sizes, because they seem to be cut small.

"I only have small and extra-small left," she said.

Pecor said she also would like to find some new pieces. She adores the long, striped top in black with a hood that sits flat on the back.

"I love this," she said, "I think these long tops are so great. I wish people were doing more of

## OLIVE & BETTE'S TOP FIVE VENDORS

1. Theory
2. Autumn Cashmere
3. Tamara Henriques
4. Splendid
5. Michael Stars



▲"My private school girls, stroller moms and tourists will all love them," Pecor said of Splendid's thermal hoodie.

them. They are so flattering."

**What Pecor did not find:** "I am actually pretty disappointed with Ella Moss right now," Pecor said. "I was really expecting to go in and see a lot, but I just think this season was a miss."

Pecor said she particularly didn't like the Alaska group, which included a series of wool and acrylic tops. They are made thin for layering purposes.

"They just don't look expensive to me," she said of the group, which wholesales at about \$45 each.

Pecor said she was hoping to see some more miniskirts, as she sells more of them in the fall than in spring and summer.

"Girls feel more comfortable wearing a mini with tights in the fall, so I tend to sell more for fall," she said. "The skirts that Ella Moss has this season are the same ones she has been offering for seasons now. I was hoping to see something new."

## Stop 3: Splendid at L'Atelier Showroom

**Salesperson:** Eleanor Pan, sales representative.

**What Pecor found:** "I carry a lot of T-shirts, but Splendid has some of the great basics," Pecor said of the contemporary T-shirt line.

She ordered more basic long-sleeved V-neck and crewneck styles in some of the new colors being offered, such as bright pink and plum. For the end of August, Pecor placed orders for light jersey crewnecks and turtlenecks.

"The turtlenecks are great to wear under jackets," Pecor said. "I'll sell a lot of them."

She also placed orders for thermal zippered sweat-shirts with hoods, as well as a French terry hoodie: "My

private school girls, stroller moms and tourists will all love them," she said.

Pecor also placed orders for the French terry and Lycra spandex pants, which are consistent bestsellers in all of her stores. This season, Splendid shows the pants with cuffs at the ankles. Pecor asked for them without the cuffs.

**What Pecor did not find:** "Really, I think Splendid looks great," she said. "They are a great company to work with. They provide exclusives; I am 70 percent sold-through at this point, and they are our number four vendor right now. The only complaint I would have would be to offer some more colors. I'd love to see a really nice green — they don't have one this time."

## Stop 4: Seven For All Mankind

**Salesperson:** Anja Michals, sales representative.

"I am really trying to build up my denim business," Pecor said of jeans, which account for 5 percent of her business. "My customer comes to me for everything else — T-shirts, accessories — why should she be going to someone else for jeans? To me, this is business I am missing out on."

While she doesn't carry many denim brands yet except for AG, Seven For All Mankind and James, Pecor said she was determined to pick up Seven For All Mankind since it's so popular among her customers. The only problem was that, when she first tried to buy from it, Seven was not accepting any new accounts because it was having difficulty delivering on time to its existing accounts.

"It's a problem, but a good problem to have," Michals said. "We are really working hard to get everything fixed."

To convince the salespeople at the company to take her appointment, Pecor sent the showroom packages highlighting the number "7."

"I sent them 7-Up, and all of these other things until they would see me," Pecor said. "Finally, they did. The only problem now is that I can only carry them in two of my stores since they couldn't handle shipping to the third one. And AG sells better for me than Seven does. Maybe I am not selling them correctly. That's what I'm here to see."

This has become an issue for Pecor, since Seven For All Mankind will only sell to her Madison Avenue and Columbus Avenue shops and her best-performing store for denim is the Spring Street location.

Pecor wanted to place orders for white jeans, which Seven For All Mankind wasn't offering this season, as well as cropped jeans that tend to sell well for early fall. She may order more cropped jeans, but said she would prefer them to ship first.

"Seven has such an amazing product," Pecor said. "They are everyone's basic. My customers tell me all the time that they own several pairs of Sevens. So I really would like to get more of them in the stores."

▲Pecor is trying to give her denim business a boost with jeans from Seven For All Mankind.



Pecor's favorite piece from Ella Moss — a long, black, hooded top.



# Boneparth Says Jones Will Keep Up With Acquisitions

By Evan Clark

**NEW YORK** — Peter Boneparth, Jones Apparel Group's chief executive officer and one of fashion's biggest deal makers, expects even more industry consolidation down the road.

"A small number of companies in this industry will end up being much larger," he said after the firm's annual meeting Wednesday, held here at Bear, Stearns & Co.'s Madison Avenue offices.

Despite a busy year for the company in 2003, Boneparth said Jones will continue to be a major player in that consolidation.

Rather than focusing on how large Jones will ultimately be, Boneparth is concentrating on how to increase sales by double digits. In addition to organic growth, Jones plans to maintain its pace of acquisitions and new business launches.

At the meeting, Boneparth said, "Clearly, we create more long-term value by ownership of brands."

He declared the company's health "excellent" and its balance sheet "rock solid." Lasting about six minutes, the meeting passed with a speed and smoothness that belied the dynamic year it brought to a close.

"This has been a year of very positive change," said Boneparth in his report on the company's progress.

In 2003, Jones dropped the contested Lauren by Ralph Lauren license and filed a \$550 million breach-of-contract lawsuit against Polo Ralph Lauren Corp., which owns the name and had licensed it to Jones. The suit could go to trial next year.

For spring, Jones launched the Jones New York Signature line, which competes with the Lauren line now produced by Polo. Signature is on course to bring in sales of more than \$200 million this year.

The vendor also expanded through the acquisition of Kasper A.S.L. last year, which brought the Anne Klein New York, AK Anne Klein, Kasper, Le Suit and Albert Nipon businesses on board, along with annual sales of about \$375 million.

"The goal here is to create a bullet-proof company," said Boneparth, noting that this would come by not being overly reliant on any one customer or channel of distribution.

Jones' stable of businesses includes better and moderate wholesale apparel, footwear and retail. In 2003, the firm's earnings dipped 1.1 percent to

\$328.6 million, or \$2.48 a diluted share, after the exclusion of an accounting adjustment. Sales for the 12 months ended Dec. 31 rose 0.8 percent to \$4.38 billion.

"It's been a good year," said Boneparth. "Our job is not to get complacent."

The corporate machinery hasn't slowed much, as Jones is now in the midst of a hostile bid for Maxwell Shoe Co. After the meeting, Boneparth noted, "Maxwell is certainly a company we would like to buy, but it's not a company we have to buy."

There are also product launches "in the test tube," he said, declining to be specific.

## Calvin Klein Lifts PVH 1Q Earnings

**NEW YORK** — Phillips-Van Heusen Corp. shattered Wall Street's first-quarter estimate by a nickel thanks, in part, to strong results from Calvin Klein.

For the three months ended May 2, the New York-based branded apparel manufacturer reported net income of \$1.6 million, which translated to a loss of 12 cents a diluted share after deducting preferred stock dividends. Last year, by comparison, the company recorded a net loss of \$2.2 million, or 22 cents.

However, after excluding charges in both years from the Calvin Klein acquisition and other items, earnings grew 42.3 percent to \$11.1 million, or 18 cents, from \$7.8 million, or 11 cents, a year ago. Wall Street had anticipated earnings of 13 cents.

Total revenues dipped 0.6 percent to \$381.3 million from \$383.7 million a year ago, but increased 1 percent from \$377.7 million after excluding restructuring and other items. In addition to the Calvin Klein purchase, restructuring charges included PVH's discontinuation of its wholesale footwear business and the closure of some underperforming retail outlet stores, among other items.

As for the Calvin Klein business, total revenues amassed to \$41 million, which represented a 1.5 percent decline over last year before special items, but a 15.1 percent improvement when comparing continuing operations. Moreover, the segment posted operating income of \$13.2 million versus a year-ago loss of \$2.7 million. On a comparable basis, operating income advanced 6.7 percent from \$12.4 million.

"The Calvin Klein better women's sportswear line, licensed to a joint venture formed by Kellwood and GAV, has received excellent response and sales have been strong since its launch in March," said chief executive officer Bruce Klatsky in a statement.

In guidance, PVH said second-quarter earnings excluding charges are forecast at 24 to 25 cents a share, which is in line with the current consensus estimate of 25 cents. Full-year earnings without charges are forecast at \$1.13 to \$1.18, better than Wall Street's current outlook of \$1.13.

— Dan Burrows

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# TheWWDList

## Manhattan Storefront

Percentage change, per square foot, in average asking rents for 13 neighborhoods, comparing March 2004 with March 2003.


Much of Manhattan retail real estate has proven to be surprisingly resilient despite 9/11 and the recession. Average asking rents rose 12 percent throughout the city for stores of 1,000 square feet or less. Available space declined by 19 percent, or 2.7 million square feet, according to the Real Estate Board of New York's Spring 2004 Retail Report, which provided the data for this list. The neighborhoods with the biggest rent increases are those with high foot traffic and plenty of tourists. Times Square, West 34th Street, 57th Street and Fifth Avenue all fit the bill.

<b>1</b>		<b>34TH STREET: BETWEEN FIFTH AND SEVENTH AVENUES</b> <b>83.2 percent</b> 2004 asking price: \$262; 2003 asking price: \$143 With more than 100 million people passing through the four corners of 34th Street and Broadway annually, many chains, including Gap, have their highest-volume flagships on the street. Zales, Forever 21, American Eagle Outfitters and Famous Footwear are opening stores on the thoroughfare, Herald Center is getting a facelift and Manhattan Mall is attracting tenants such as Aeropostale and Charlotte Russe.
<b>2</b>		<b>57TH STREET: BETWEEN FIFTH AND PARK AVENUES</b> <b>54.8 percent</b> 2004 asking price: \$850; 2003 asking price: \$549 East 57th Street continues to command some of the highest retail rents in Manhattan. In the past year, activity on the street has included the opening of an 11-story Louis Vuitton flagship, the biggest in the world, as well as the debuts of boutiques for Christian Dior Homme, Yves Saint Laurent Rive Gauche and Furla.
<b>3</b>		<b>TIMES SQUARE: SEVENTH AVENUE, BETWEEN 42ND AND 47TH STREETS</b> <b>30.2 percent</b> 2004 asking price: \$271; 2003 asking price: \$208 Times Square has been buffed and shined to a gloss. The stretch of Seventh Avenue in the heart of the theater district is not for the meek. Restaurants such as Bubba-Gump Shrimp and Paramount Cafe cater to big appetites. Stores such as R.A.G., Sunglass Hut, Watch World and Perfumania ply the tourist trade. It's no surprise the vacant One Times Square — formerly the Warner Brothers Studio Store — is being marketed as a retail and branding opportunity.
<b>4</b>		<b>TIMES SQUARE: BROADWAY, BETWEEN 42ND AND 47TH STREETS</b> <b>22.8 percent</b> 2004 asking price: \$398; 2003 asking price: \$324 Broadway's theaters are dependent on tourists, and tourists need places to eat and shop. ESPN Zone, Planet Hollywood, Sephora, Footlocker, the Virgin Mega Store and Toys 'R' Us with its giant Ferris wheel and T. Rex have turned Broadway into the theme park-like attraction they crave. With more than 250,000 people passing through Times Square subway stations every day, the area has one of the highest pedestrian counts in the city.
<b>5</b>		<b>FIFTH AVENUE: BETWEEN 49TH AND 59TH STREETS</b> <b>10.9 percent</b> 2004 asking price: \$717; 2003 asking price: \$646 The most desirable stretch of Fifth Avenue keeps changing. In the Eighties, there were entertainment retailers and electronics stores having permanent going-out-of-business sales. They're both gone now. Luxury nameplates have always staked a claim to Fifth Avenue and now have the biggest presence, but there are also brands with wider appeal. In addition to Gap and Mexx, Zara will open a flagship in the former Façonnable store on the corner of Fifth Avenue and 54th Street.
<b>6</b>		<b>MADISON AVENUE: BETWEEN 57TH AND 67TH STREETS</b> <b>3.7 percent</b> 2004 asking price: \$701; 2003 asking price: \$676 Global brands with flagships on Fifth Avenue or 57th Street, such as Chanel and Gucci, view Madison Avenue as a different market — the neighborhood is a stomping ground for wealthy New Yorkers — and have opened second and third units there. Louis Vuitton has the same idea. There are fewer "For Rent" signs than last year. New stores include boutiques for Judith Leiber and Jimmy Choo.
<b>7</b>		<b>TIMES SQUARE: 42ND STREET, BETWEEN SIXTH AND SEVENTH AVENUES</b> <b>1.2 percent</b> 2004 asking price: \$169; 2003 asking price: \$167 42nd Street, which was synonymous with crime and prostitution, has become a family destination. In place of peep shows, there's good wholesome entertainment at venues such as Disney's New Amsterdam Theater, The New Victory Theater for children and Madame Tussaud's. Retailers such as Gap, Sanrio's Hello Kitty store and Quiksilver take advantage of the 1.7 million people passing through the area each day.
<b>8</b>		<b>BROADWAY: BETWEEN 72ND AND 86TH STREETS</b> <b>-0.83 percent</b> 2004 asking price: \$238; 2003 asking price: \$240 There's always a pioneer. In the Seventies and Eighties, Charivari, the edgy fashion emporium, led the way to the Upper West Side, but succumbed to bankruptcy in 1997. Barneys Co-op, which has had its own share of woes, is now opening a store on Broadway and 75th Street. It will be the most upscale store in the area with neighbors such as Papyrus, Body Shop and Health Nuts. But if things go well, expect other apparel retailers to follow.
<b>9</b>		<b>SOHO: BROADWAY, BETWEEN HOUSTON AND BROOME STREETS</b> <b>-1.8 percent</b> 2004 asking price: \$162; 2003 asking price \$165 The opening of Bloomingdale's has given Broadway a shot of adrenaline and the traffic is spilling over to other parts of SoHo. The area is attracting new names such as Japanese import Bathing Ape, West Coast players American Apparel and LF and Netherlands-based G Star Raw. The Elie Tahari Co. is marking its return to retail with a store in SoHo, and Lynn Cohen, who owned Rue de Reves on West Broadway in the Eighties, is back with a store called Runway.
<b>10</b>		<b>THIRD AVENUE: BETWEEN 60TH AND 72ND STREETS</b> <b>-3.5 percent</b> 2004 asking price: \$193; 2003 asking price: \$200 The roster of stores on Third Avenue, between 60th and 72nd Streets, reads like a mall directory with national brands such as Ann Taylor Loft, Gap, Club Monaco, Banana Republic and Starbucks. Above 72nd Street, it's a different story. Independent chains such as LOccitane, Molton Brown, Kate's Paperie and Scoop have taken root on the upper stretch of Third Avenue.
<b>11</b>		<b>TRIBECA: HUDSON STREET, BETWEEN CHAMBER AND CANAL STREETS</b> <b>-10 percent</b> 2004 asking price: \$54; 2003 asking price: \$60 The TriBeCa Grand Hotel heralded the neighborhood's arrival. It's become a nexus for home furnishings shops and art galleries, many of which fled SoHo's prerecession rent increases. The Issey Miyake outpost on Hudson Street is a destination for the designer's fans, and restaurants such as Nobu bring the uptown crowd downtown. TriBeCa landlords are now competing with the more populous SoHo, where rents have dropped.
<b>* 12</b>		<b>DOWNTOWN: BROADWAY, BETWEEN BATTERY PARK AND CHAMBERS STREET</b> <b>-10 percent</b> 2004 asking price: \$54; 2003 asking price: \$60 The partnership of government agencies and the private sector has accelerated the recovery of downtown Manhattan. Luxe hotels such as The Regent Wall Street, Ritz-Carlton in Battery Park City and new Millennium Hotel bode well for the future and residential development is on the rise. The new World Trade Center will have about 650,000 square feet devoted to retail space and could be anchored by a department store.
<b>* 13</b>		<b>FLATIRON: FIFTH AVENUE, BETWEEN 14TH AND 23RD STREETS</b> <b>-12.7 percent</b> 2004 asking price: \$137; 2003 asking price: \$157 Since the Flatiron district began attracting fashion companies in the late Eighties, it's become an urban mall with the added attractions of great restaurants and a Greenmarket. Esprit, which will take over the Emporio Armani space, will join Anthropologie, Club Monaco, Eileen Fisher, Kenneth Cole, J. Crew, Banana Republic and Daffy's. Activity is also heating up in Union Square, where Mexx opened a unit.

### AVERAGE MANHATTAN RETAIL RENTS BY STORE SIZE

**12 percent** 2004 asking price for 1,000 square feet and under: \$155 per square foot; 2003 asking price for 1,000 square feet and under: \$138 per square foot.





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## Obituary

## Steven Kaufmann, Bill Blass Confidant

By Eric Wilson

**NEW YORK** — Steven Kaufmann, a descendant of Pittsburgh's Kaufmann retail dynasty and a fixture in the late designer Bill Blass' circle of high society friends, died Tuesday at his Manhattan home. He was 90.

Kaufmann was diagnosed with lung cancer less than a year ago, said publicist Paul Wilmot, a friend. He retired from PBM Apparel Co., the former Bill Blass men's wear licensee, last year and remained in good spirits just a week ago, correcting a friend who had meant to compliment Kaufmann when describing him as "the last of the boulevardiers."

"He asked me, 'Did you ever look up what boulevardier means in the dictionary?'" said Tom Fallon, a longtime design associate of Blass who works for the Carlisle Collection. "He said it isn't very attractive. But I meant it in the best sense of the word, that I had run into him on the streets so many times over the years and he always was perfectly dressed."

Kaufmann was a member of the family that founded the Kaufmann's Department Store chain — the son of Nathan and Selma Kaufmann. He was a cousin of Edgar Kaufmann Jr., who owned the famed Frank Lloyd Wright-designed house, Fallingwater, in Mill Run, Pa.

Steven Kaufmann arrived in New York after World War II, hav-

ing served as a noncommissioned officer on the Queen Mary, which carried troops to Europe from the U.S. He became part of a group that included Blass, Glenn Bernbaum (who owned and operated Mortimer's restaurant until his death in 1998) and Jerome Zipkin, the society walker who died in 1995.

Former First Lady Nancy Reagan described Kaufmann as "a nice man who will be missed by many. I'm sure he will be missed by his many friends."

Thanks to family money, Kaufmann did not have to work for most of his life, but after he suffered losses in the stock market while in his 70s, Blass hired him at PBM, then known as Pincus Bros.-Maxwell, the master license for Bill Blass men's wear, Fallon said. PBM is in the midst of transferring the Blass men's business to Neema Clothing Ltd.

David Pincus, chairman of PBM, described Kaufmann's role there as that of an ambassador to the brand, building client relationships and working the industry black-tie circuit for the firm.

"He was probably the most lovable person, a father figure, a grandfather, rabbi, patron saint that anybody could ever have working for them," Pincus said. "We've been in business for 95 years. I've been at this firm over 50 years, and I've never had anyone that was so loved and cared so much about anybody in our of-

fice or any customer that we had. Kaufmann cut a dashing figure, wearing fine-tailored clothing with high collars and always a tie.

"He was a true raconteur and boulevardier," Wilmot said. "The joke was always that Stevie lived life in reverse, which is the best way. Everybody should live their lives that way, having fun in their youth and then working at the end. He remained curious to the end. That is the way to hang on to your youth."

Fallon recalled that when he met Blass in 1968, Kaufmann was already part of the regular crowd at holiday parties with Bernbaum and Zipkin. Blass and Kaufmann spoke every day for as long as he could recall, noting that Kaufmann was one of only four individuals who were named in the designer's will when Blass died in 2002.

"I once asked Blass, 'Who, of all the people you've met in your life, who could you tell me is really happy?'" Fallon recalled of a philosophical conversation he once had with the designer. "He said, 'That's easy. Stevie Kaufmann. He's enjoyed his life more than anybody I ever knew.'"

Kaufmann is survived by Edward DeLuca, his companion for 18 years.

Funeral services were planned for 11 a.m. Friday at Temple Emanu-El, 1 East 65th Street at Fifth Avenue.

## P&amp;G Restructures Global Operations

**NEW YORK** — Procter & Gamble is revamping its global business units and is streamlining the number of units it operates, ahead of the retirement of several senior officers in the next six months to a year.

One of the five senior officers retiring is Martin J. Nuechtern, president, global hair care, who will leave in June after over 26 years with the company.

## BEAUTY BEAT

On July 1, P&G will streamline its business units from four to three: global beauty care, global health, baby and family care and global household care.

Each unit will be headed by a vice chairman. Among those named to such a role was Susan E. Arnold, current president, global personal beauty care and global feminine care, who will become vice chairman of the global beauty care unit. Her new post adds global hair care and retail hair colorant responsibilities to her duties, although she will not serve on the company's board of directors. Arnold will report to P&G chief executive A.G. Lafley.

Bruce L. Byrnes, currently vice chairman of the board and president, global beauty and feminine care and global health care with responsibilities for hair care, will become vice chairman of the board and of the global household care unit.

As well, P&G's global beauty business will now be realigned under four presidents, reporting to Arnold.

Christopher de LaPuente, currently vice president, United Kingdom and Ireland, will become president of global hair care. Paolo deCesare, currently president, global prestige beauty and skin care, will become president, global prestige beauty, skin and global personal cleansing. Marc S. Pritchard, currently president, global cosmetics, deodorants/Old Spice and hair colorants, will become president, global cosmetics and hair colorants. Martin Riant, current president, global feminine care, will assume responsibility for deodorants/Old Spice and will become president, global feminine care and global deodorants/Old Spice.

— Andrea Nagel

## Doctors Boost Beauty

**DALLAS** — Does a little education sell beauty products and services? Jose Lladós-Comenge thinks so. The skin care entrepreneur got together a few other high-profile physicians and health consultants to give an hour-long beauty seminar last Thursday evening at Nordstrom in the Dallas Galleria mall.

Topics included nutrition, skin care, noninvasive beauty treatments and tooth veneers for the perfect smile.

Afterward, the 150 guests, mostly women, were invited to check out Comenge's BioTexture skin care line, as well as nutritional supplements and books, or to chat with the speakers about cosmetic dental and plastic surgery procedures.

"This is intended to educate people to take better care of

themselves and give them a sense of empowerment," Comenge asserted. "We are trying to bring to the retail environment more than beauty advice, but also health education. For doctors to come to the store, it changes the environment. Obviously, it's also to sell the product."

Comenge and his business-partner wife, Debra Kaye, plan to bring their "dream team" on the road and do similar presentations at Nordstrom in Seattle and Bellevue, Wash., in July and Chicago, San Francisco, Los Angeles and possibly Miami in the fall. "We may also do it with associations and charities that are not store-related," Kaye noted.

"It's public education — and it gets your name out," said Wendy Lewis, a skin and plastic surgery consultant and author who introduced the panel and later signed copies of her book, "Beauty Battle." "Consumers respond really well to a physicians' seminar," she said.

Comenge told the assemblage that metabolism, glands and hormones are the triggers of aging, and he claimed, "We have the ability to address how hormones and metabolism make the skin work."

Nordstrom executives declined to reveal sales for the event. Store manager Sally McDevitt said, "It's really about connecting with the customer and having new relationships, and we met a lot of new people who hadn't been in the store before."

A portion of sales was earmarked for Attitudes & Attire, a nonprofit group that advises disadvantaged women on how to enter the workplace — and dresses them for it. Most of the guests were supporters of the charity.

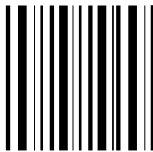
After the presentation, as women received complimentary MAC makeovers and foot massages with Kneipp oils, the longest line trailed from nutritionist Oz Garcia, who met customers and signed his book, "Look and Feel Fabulous Forever."

In his talk, Garcia had blamed sugar for adhering to body tissues and "increasing the rate at which you age." He recommended cutting back on wheat and increasing consumption of vegetables, berries and foods high in omega-3 fatty acids, such as fish.

The other panelists were Gregg Lituchy, a New York cosmetic dentist, and Fritz E. Barton Jr., a Dallas plastic surgeon and retired head of plastic surgery at the University of Texas Southwestern Medical School. Lituchy showed before-and-after images of smiles made more brilliant by porcelain tooth veneers. Barton described the pros and cons of injectable facial fillers and cautioned, "If you put a fad on your face, you've got it forever."

Petra Ramelo was unconvicted. "I'm from Europe, and there is such a youth craziness here," she commented. "I have spaces in my teeth, but it's my smile. I'm over 50 and I have wrinkles on my face, but this is my life — this is my face."

— Holly Haber



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# Atlantic City Rolls the Dice for Luxury

By David Moin

**NEW YORK** — There's a new game coming to Atlantic City — and it's called luxury fashion retailing.

Gucci, Hugo Boss, Louis Vuitton, Armani A|X, Bebe, Bebe Sport and Burberry are among the brands that Gordon Group Holdings has signed to be tenants for its \$145 million retail, dining and entertainment complex, called The Pier at Caesars. Scott Gordon, president of the family-owned developer based in Greenwich, Conn., told WWD in an exclusive interview.

The 575,000-square-foot project is to rise on the site of an existing pier and extend 900 feet into the Atlantic Ocean. It would have about 100 retail and restaurant tenants on four levels that cover a total of 315,000 square feet, Gordon said. The plan is to open The Pier for the summer 2005 season.

"About 20 tenants will be pure luxury," he said. "That's a good chunk and

**“Atlantic City is the biggest sleeper in terms of retail.”**

— Donald Trump

definitely enough to make a statement with luxury brands, but not an overwhelming chunk.”

Atlantic City, unlike its main gambling and entertainment competitor, Las Vegas, has not had an enclave for luxury or designer brands. Hotel-casino operators, such as Donald Trump, said that means untapped potential.

"Atlantic City is the biggest sleeper in terms of retail," said Trump, whose holdings include Trump Plaza, Trump Taj Mahal and Trump Marina. "You watch what happens. The Pier at Caesars will be a tremendous success. There is a huge market. Some of the people walk around in T-shirts and spend a million [dollars] a night."

Atlantic City draws about 32 million visitors a year, according to statistics from the Convention and Visitors Bureau. Las Vegas had 35.5 million visitors in 2003, said the Las Vegas Convention and Visitors Authority. Las Vegas had \$6.1 billion in gaming revenues in 2003, while the New York Times reported that Atlantic City compiled \$4.3 billion in gaming revenue in 2002.

Seventy-five percent of Atlantic City's revenues are through gaming and 25 percent nongaming, including retail and restaurants, Gordon Group said. In Las Vegas, it's a 50-50 split.

Burberry, Vuitton and Gucci each are taking 4,000 to 5,000 square feet, while Hugo Boss will occupy 2,600 square feet, Gordon said. The luxury component will constitute about 50,000 to 60,000 square feet. Gordon Group, which is known for creating unusual retail settings and then selling them, is also in discussions with Tiffany, among other top retailers, Gordon said.

"We don't do cookie-cutter projects," Gordon said. "We pride ourselves on challenges and we focus on niche properties. We are a family business. Not a REIT [Real Estate Investment Trust]. We take one project at a time."

Gordon said there would be some cosmetics stores, each in the 1,000-square-foot range, as well as other better brands, including Guess. Gordon Group has co-developed Forum Shops in Las Vegas, which is now owned by Simon Property Group, and developed The Shops at Mohegan Sun Casino in Connecticut, as well as having leasing and development associations with Bridgemarket in New York City, San Francisco Center and The Beverly Center in Los Angeles.

"We are trying to tap into the millions of people who never looked to Atlantic City for anything more than gambling or



Rendering of the interior at The Pier at Caesars.



Rendering of The Pier at Caesars.

a beach," Gordon said. "Now they'll have something else."

His father, Sheldon Gordon, chairman of Gordon Group, said in a statement, "Just as The Forum Shops was a catalyst for the explosion of Las Vegas, The Pier at Caesars is an overture of what Atlantic City will become in the future."

While a few of the retailers in Trump's casinos do sell fashion merchandise, when it comes to designer goods, it's primarily accessories. Cache has stores in Taj Mahal and Trump Plaza, while the Taj also has Andrew Geller shoes and accessories. Bernie Robbins fine jewelry has units at Taj and Trump Marina, and at Trump Plaza there is also Fine Leathers by Barron, selling Prada, Coach and Fendi, among other major brands.

"At this point, we are looking at expansion plans with Trump Taj Mahal, and that will include additional retail, but there is nothing to announce yet," said Paul R. Ryan, executive vice president of operations for Trump Hotel Casino Resorts.

In addition, The Walk outlet center in Atlantic City plans to expand and the Borgata Casino Hotel & Spa is proposing a 500,000-square-foot expansion that might bring more luxury retailers. The Borgata project also includes adding bars and restaurants and spa enhancements. The hotel does not have branded designer shops.

Michael Facenda, director of marketing services of the Borgata, which opened in July 2003, said, "Based on customer research, pre- and post-opening, it is clear to us that the right retail offerings add to an upscale experience. It's very important and the customer is asking for it. We are doing \$1,400 [in sales per square foot] and we are working to design the right formula for a product mix for the expansion."

The Borgata has 11 specialty units, including the Carina boutique with women's apparel, accessories and shoes, with styles from Prada, Dolce & Gabbana and Manolo Blahnik. There is also the Misura men's shop, selling designers such as Hugo Boss and Prada as well as furnishings; Borgata Jewels, with items from Rolex, Cartier, Brielting and Frank Mueller, among others, and Bambino, for children's wear and toys.

"In Atlantic City, merchandise retail has been more of a convenience — the kind of things that people need when they are in hotel, as opposed to leisure shopping," Ryan said. "There is no question that the marketplace is changing."

Gordon said he thinks The Pier can ultimately exceed \$1,000 in sales per square foot, making it one of the more productive centers in the U.S., but he said he had no idea how productive it would be initially. The Forum Shops in Las Vegas exceeds \$1,300 in sales per

square foot and is undergoing its second phase of expansion. It's considered among the most productive major shopping centers in the country.

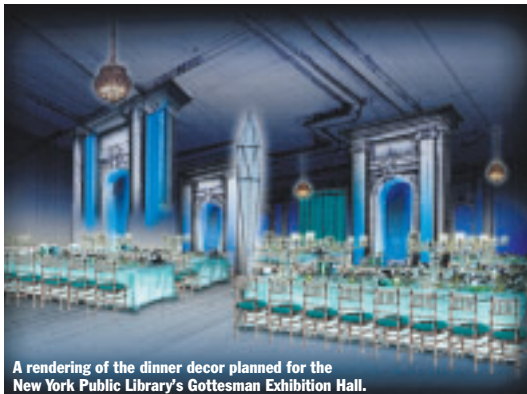
Elkus Manfredi of Boston and the Rockwell Group of New York are creating The Pier at Caesars, which is a restoration of an old pier and located in the center of the Boardwalk.

"It will be very contemporary, with a boardwalk which is like teak wood," Gordon said. The Pier would be 200 feet wide. The second level is to house the top-priced luxury merchants and a bridge to Caesars casino hotel, while the first level would be more for impulse shopping, with Bebe as well as jewelry and athletic shoe stores. The third and fourth levels are intended for restaurants and night clubs.

Restaurants in The Pier are to include Stephen Starr's Buddakan and El Vez, as well as Phillips Seafood of Baltimore. Pier Developers Inc., an affiliate of Gordon Group Holdings LLC., plans to announce more fashion tenants and restaurants, and is expected to officially announce the those tenants today.

The Pier would be connected to Caesars Atlantic City by a skybridge and be linked to Bally's Atlantic City, which includes the Claridge and Wild West casinos.

Caesars Entertainment, which owns the pier itself, will lease to Pier Developers for 75 years.



A rendering of the dinner decor planned for the New York Public Library's Gottesman Exhibition Hall.

## CFDA's Awards Gala To Applaud Hometown

By Eric Wilson

**NEW YORK** — The Council of Fashion Designers of America is in a New York state of mind.

Given the selection of New York-centric designer Donna Karan for a lifetime achievement award and the flattering attention garnered by a new generation of designers who have broken onto the city's fashion scene in recent years, the CFDA felt it was befitting to use Manhattan as the conceptual point for its annual awards night on June 7 at the New York Public Library.

The decor of the event is envisioned as reflecting the city at twilight, with shades of blue and green on glass, crystal, mirrors and lighting in the dining area, and the cocktail reception bathed in lights reflected from curtains embroidered with thousands of peridot-colored crystal balls, in a nod to the event's underwriter, Swarovski. The CFDA has enlisted Eric Ripert, chef of one of the city's luxury restaurants, Le Bernardin, to create a menu for the night with caterer Hank Tomashevski for the \$2,000-a-plate dinner. The organization also asked designers to offer quotations on their impressions of New York, which will be featured in a journal being produced by creative director Doug Lloyd of Lloyd & Co.

"One of the things that we have always heard from members of the CFDA is that they want the awards to be relevant," said Ed Filipowski, a president of KCD, which is producing the event for the second consecutive year. "We felt that was an important note to hit — to celebrate the things that are great and diverse and brilliant about New York."

Peter Arnold, executive director of the CFDA, added, "We have all come to appreciate the scope, the brilliance and the diversity of the community of designers working in New York, and in all parts of America."

This year, following cocktails in Astor Hall and preceding the supper-club-style awards presentation in the NYPL's Celeste Bartos Forum, dinner will be served in the Gottesman Exhibition Hall on the first floor. The event is expected to raise in excess of \$1 million for the CFDA.

This is the first time a dinner is being staged in the Gottesman room, which is directly behind the Astor Hall at the library's main Fifth Avenue entrance.

"The room is symmetrical, with beautifully carved arches and ceiling, all of which gives you a feeling of intimacy," said Julie Mannion, another KCD president, noting that elements of the decor include blue linen tablecloths, illuminated vitrines and, in the center of the room, a glass-and-crystal sculpture made for the event by artist Harry Alan that is meant to evoke the city's skyline.

Video presentations being directed by Jun Diaz and Douglas Kieve will include references to New York, and Lloyd's journal features a similar color theme to the library, each purple page printed with images from the nominees' runway shows spliced into a film strip and quotes about their New York inspiration. Women's wear designer of the year nominee Marc Jacobs, who is hosting the awards with Narciso Rodriguez and Karan, for example, said, "What is most inspiring about New York is its variety — many voices, ideas, energy and stimulation. New York is a good meeting place for people who like to move a lot."

## Hotel Bulgari Opens Doors

By Amanda Kaiser and Samantha Conti

**MILAN** — Bulgari has unveiled its latest jewel — and the company is hoping the brand extension will dazzle as much as a mountain of diamonds.

On Tuesday morning, chief executive Francesco Trapani unveiled Hotel Bulgari, the first in a chain of seven luxury hotels and resorts that will bear the brand's name. Prices for the hotel's 52 guest rooms — there will be 58 by year's end — range from \$680 to \$890 a night for a standard room up to \$4,160 for the Bulgari suite.

"It's an instrument we're using to reinforce our brand image," Trapani said as he cut the ribbon during a news conference at the hotel here, located on Via Fratelli Gabba, just behind La Scala.

The ceo is hoping the hotel will build the Bulgari brand in the eyes of the public, and he's already thinking about the myriad cross-marketing and public relations opportunities.

"There's no reason why we can't sell an engaged couple their rings, host their wedding at our Milan hotel and then send them off to our Bali one for their honeymoon," Trapani told WWD in an interview last month.

Bulgari's next hotel will open on the Indonesian island at the end of 2005. It will feature 60 cliffside villas, each with a pool and terrace. "We want it to be the best resort in Bali," said Trapani, adding the company also has two "magnificent projects" on the boil in London and New York.

Trapani said he plans to pick through the Bulgari files to find prospective hotel clients and open Bulgari stores in his future hotels where the brand isn't already present.

"Of course, if clients come and see something ugly, poorly managed and if the food is bad, then it could damage the brand and the PR machine becomes a bomb," he said with a laugh. "But that's not going to happen."

Indeed, he said during Tuesday's news conference that the attention paid to detail "goes back to another time, like a circa-1930 hotel or a cruise ship."

Designed by the Italian architect and interior designer Antonio Citterio, Hotel Bulgari has chocolate walls, dark furniture and high ceilings, and a look more monastic than English country. The materials, however, are rich. The walls are made of teak, and some of the furniture is covered in black leather; while the low, wide-backed armchairs and long overstuffed sofas are swathed in organic cotton.

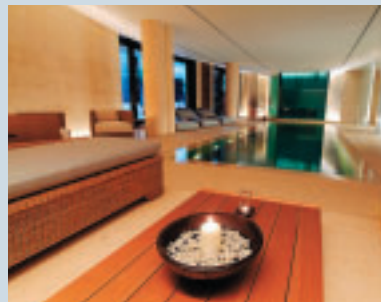
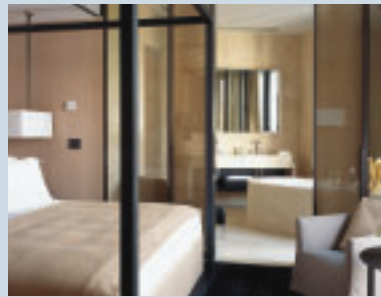
Upstairs, the rooms are furnished with the same cotton fabrics in earth tones like barley, chocolate, ecrú and heather. In the spirit of the property's past life as a convent, some of the rooms even have designated meditation corners, complete with tatami mats.

Downstairs in the spa, butterscotch stone from Vicenza covers the walls, while the underwater steps on the shallow side of the emerald green pool glitter with gold mosaic tiles reminiscent of the ancient world.

Trapani said it was crucial that Citterio create a contemporary, but not a minimalist, feeling. "Bulgari is not about minimalism — which is why we used heavy, rich materials. This is not a boutique hotel; it's a big, prestigious hotel, which is why we wanted a sense of gravity."

The ground-floor restaurant looks out onto a garden, which has its own meditation paths for solitary walkers.

Trapani said that, since announcing plans for a hotel chain with Marriott in February 2001, there have been some changes. He admits that opening seven hotels by 2008 now seems "a bit on the optimistic side," as it has not been easy finding ideal properties. "And I don't want to com-



From top: a bedroom, the spa area, and an outdoor view.

promise the uniqueness of this project. I don't want to open hotels for the sake of it."

Trapani also said the original budget foresaw spending about \$10 million on average for each hotel. The Milan project, however, cost less than that. Indeed, Trapani said Bulgari is renting the Milan space from a real estate company that paid all the building's restructuring costs.

With regard to the Bali resort, Bulgari won't be investing anything — a local investor will pick up the bill, and Bulgari will collect royalties.

Trapani confirmed, however, that the estimated value of the seven projects will still be in the region of \$800 million. However, the format of the new ventures means Bulgari's financial exposure to the hotels will be minimized compared with the original plan.

Trapani said the hotel project isn't going to have an impact on the company's consolidated numbers. "It's not going to make a difference to our core business," he said.

With regard to the impact of the strong euro, and the threat of terrorism in Europe, Trapani said: "Europe still has the raw material for tourism: It has nature, it has art. Unless the threat of terrorism continues, I don't think this will be a long-term crisis."

## Fashion Scoops

**REPUBLICAN RETREAT:** Bryant Park is now officially safe for fashion designers and Democrats. A proposal to hold a Congressional luncheon in the park at the conclusion of the Republican National Convention in September had thrown designers for a loop when they realized it would curtail prep time for the installation of the 7th on Sixth tents — to the point where the venue would be infeasible for the Sept. 8-15 Olympus Fashion Week.

But according to **Fern Mallis**, executive director of 7th on Sixth, the city has intervened. "The tents are going up as scheduled," she said Wednesday after meeting with city

officials, who were able to persuade the Republican group to find another location for its luncheon.

**PAJAMA PARTY:** Calvin Klein's head of visual display, **Dale Rozniarek**, has been scouring the city for an unusual array of beds, chaises and boudoir tables for the launch party for the latest offerings from Calvin Klein Underwear on Friday night, which is being hosted by campaign models **Hilary Swank** and **Freddie Ljungberg**. Five women and at least a dozen male models have reportedly been booked to lounge provocatively in their briefs during the event, although Swank and Ljungberg are expected to keep their clothes on. Although Ljungberg's campaign broke several months ago, the first images of Swank in Calvin Klein's new Sensual Support collection, shot by **Steven**

**Meisel**, are expected to be unveiled at the party.

**ALL THE NEWS:** **Neil Kraft**, president of KraftWorks, the New York ad agency, and photographer **Peter Lindbergh** were riding downtown Tuesday to the Meatpacking District to do a shoot for Wonderbra when Kraft read that day's article in The New York Times about Harper's Bazaar. In it, **Sam Shahid**, owner of ad agency Shahid & Co., was quoted as saying that he wasn't buying advertising in Harper's Bazaar for his clients such as Abercrombie & Fitch and Wonderbra. At first, Kraft was taken aback (he was on his way to his client Wonderbra's fashion shoot, after all), but then he and Lindbergh laughed it off when, further down, the article referred to Lindbergh as the "Swedish-born fashion star." He was actually born in Germany. So much for truth in advertising.



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## WWD Denim Chronicle

Section II: June 24, 2004

Close: June 10

Be a part of educating retailers on the story of denim. WWD's editors present a comprehensive encyclopedia on denim including terminology, definitions and background.

Coverage will include the latest lingo relating to the hottest trends and the differences in textiles used. Chronicle will be saved and referenced by industry executives for years to come.

For more information on this or other denim issues, please contact Gus Floris, Fashion Manager, at 212-630-4636, or Maurice "Corky" Newman, Associate Publisher, West Coast at 323-951-1803, Elena De Giulii, Account Executive, in Milan, at 011-39-02-7600-3926, Elizabeth Haynes, European Advertising Director, in Paris, at 011-331-4451-1303, or your WWD sales representative.

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 Calvin Klein Outerwear seeks energetic and detail oriented technical designer. Understanding of garment construction and spec requirements a must. Tracking of samples and maintaining clear records of all development. CAD experience a plus. Please fax resume to Jonathan @ 212-944-5333.

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